Appendix E

Casualty Operations Management

The mission of the casualty operations management is to record, report, verify, and process casualty information from unit level to Department of the Army, notify appropriate individuals, and provide casualty assistance to next of kin.

Historical Perspective

Operation Iraqi Freedom Lesson Learned

Observation: "In some cases commanders or Soldiers felt compelled to inform family members in the rear of injuries or deaths involving their loved ones. In some cases the information relayed was incorrect or vague causing unnecessary anxiety to families whose loved ones may not have even been involved in the incident. Though the information was relayed out of genuine concern it often caused more harm than good, and resulted in unnecessary damage control by DA CMAOC".
Chief, Personnel Services Directorate, 3rd PERSCOM

Lesson Learned: Leaders at all levels must strictly enforce transmittal of casualty data through proper channels and control soldier impulse to directly contact families.

REFERENCES

- AR 600-8-1, Army Casualty Operations / Assistance / Insurance
- AR 638-2, Care and Disposition of Remains and Disposition of Personal Effects
- AR 600-8-4, Line of Duty
- AR 600-34, Fatal Accident
- USC Title 10 Section 1501-1512, Missing Personnel Act (Hostile)
- USC Title 10 1481-1490
- USC Title 37 Section 551-559, Missing Persons Act (Non-hostile)

PROPONENCY

E-1. The functional proponent for casualty operations management is the Casualty and Memorial Affairs Operations Center (CMAOC), The Adjutant General Directorate, United States Army Human Resources Command (HRC).

RESPONSIBILITIES

E-2. The following agencies have critical roles in establishing and operating the casualty operations management system:

CASUALTY OPERATIONS MANAGEMENT				
Report And Record Casualty Information	S-1	S-1	G-1/CLT	G-1	PERSCOM /CAC
Duty Status Whereabouts Unknown	CDR	S-1	G-1	G-1	PERSCOM /CAC
Manage Casualty Files	S-1	S-1	G-1	G-1	G-1
Mortuary Affairs	S-4	S4	MA TEAM	MA CO	G-4
Personal Effects	S-1/ S4	S-1/ S4	MA TEAM	MA CO	G-4
Line Of Duty Investigations	S-1	S-1	G-1	G-1	PERSCOM /CAC
Survivor Assistance	S-1	S-1	G-1	G-1	G-1
Casualty Mail	S-1	S-1	POSTAL CO	POSTAL CO	POSTAL CO

Figure E-1. Casualty Operations Management Responsibilities

BATTALION S-1

E-3. The Battalion S-1 has the following responsibilities:
- Maintain personnel asset visibility on all assigned or attached personnel
- Ensure that all assigned or attached personnel are trained on and carry DA Form 1156 (Casualty Feeder Report).
- Receive casualty information from subordinate or attached units (information may be received via casualty reporting system, 1156s, radio, or by other available methods)
- Verify casualty information (verified through CLT, mortuary affairs collection points, straggler information, provost marshal channels, or individual personnel)
- Submit initial casualty reports
- Coordinate with battalion aid station / medical company to monitor status of casualties
- Provide supplemental casualty reports information
- Verify casualty information has been added to the automated casualty log (units using DCIPS-F database)
- Process posthumous promotions, awards, US citizenship actions, if applicable
- Appoint Summary Court Martial Officer for Personal Effects
- Coordinate with Battalion S4 for movement of Personal
- Coordinate for an investigating officer to conduct AR 15-6 collateral investigations (required for accidental or operational non-hostile and hostile friendly fire incident)
- Coordinate with Division Safety Office for all friendly fire incidents
- Appoint Line of Duty investigating officer for non-hostle injuries and deaths
- Prepare, review and dispatch letters of sympathy and/or condolence.
- Update the commander on the status of casualties.

BRIGADE S-1

E-4.   The BDE S-1 has the following responsibilities:

- Maintain personnel asset visibility on all assigned or attached Soldiers, other Service personnel, DoD / DA civilians, and DA contractors
- Ensure that all personnel carry and use DA Form 1156 for reporting of casualties
- Receive casualty information
- Verify casualty information
- Submit casualty reports to the Division/UEx
- Maintain coordination with the medical treatment facility/medical company to monitor status of casualties
- Submit supplemental casualty reports when the status of the casualty changes
- Verify casualty information has been added to the automated casualty log DCIPS-F)
- Monitor/appoint Summary Court Martial Officers for personal effects
- Process posthumous promotions, awards, and US citizenship, if appropriate
- Coordinate with Brigade S4 for movement of Personal
- Appoint an investigating officer to conduct AR 15-6 collateral investigations into all accidental or operational non-hostile and hostile friendly fire incidents
- Coordinate with Division Safety Office for all friendly fire incidents
- Monitor and appoint Line of Duty investigating officer for non-hostle injuries and deaths
- Prepare and dispatch letters of sympathy/condolence (if not completed by subordinate or attached units)
- Update the commander on the status of casualties

DIVISION G-1

E-5.   The Division G-1 has the following responsibilities:

- Maintain personnel asset visibility on all assigned or attached personnel
- Ensure casualty reports are submitted within 24 hours from incident to submission of the initial casualty message
- Administer authority levels for submission of casualty reports for assigned and attached units
- Maintain casualty information of all assigned or attached personnel
- Ensure supplemental casualty reports are submitted in a timely manner
- Ensure DA 1156 is received or distributed as required
- Ensure letters of sympathy and /or condolence are completed
- Synchronize casualty matters between the G-1 and G-4
- Advise the commander on the status of casualties
- Note: If the division is also serving as the ARFOR, the following responsibilities are added:
- Serve as the casualty manager for the area of operations
- Ensure data links are established with HRC and casualty information flow is maintained
- Ensure CLTs are located at medical companies, hospitals, and mortuary affairs collection points
- Ensure casualty operations is synchronized between the G-1, CLTs, military police, combat support hospitals, mortuary affairs, intelligence activities, and other as directed by DA
- Maintain personnel asset visibility of all military personnel
- Ensure casualty reports are submitted on all personnel
- Inlcude casualty managers as part of all early entry modules/ teams

CORPS G-1

E-6. The Corps G-1 has the following responsibilities:
- Maintain personnel asset visibility on all assigned or attached personnel
- Monitor and ensure casualty reports are submitted NLT 24 hours from incident to submission to HQ, DA.
- Maintain and monitor casualty information of all assigned or attached personnel
- Ensure CLTs are provided to hospitals and mortuary affairs activities
- Review/validate initial and supplemental casualty reports
- Ensure DA 1156 are received and distributed
- Monitor letters of sympathy/condolence
- Synchronize casualty matters between the G-1 and G-4
- Deploy casualty managers as part of theater opening
- Update the commander on the status of casualties.

Note: If the corps is also serving as the ARFOR, the following critical tasks will be the responsibility of the corps.
- Serve as casualty manager for the theater
- Establish data links for transmitting casualty information
- Ensure CLTs are established at each medical facility (Level III or higher) and mortuary affairs collection points
- Synchronize casualty operations between the G-1, CLTs, military police, Level III or higher hospitals, mortuary affairs, and intelligence activities
- Maintain personnel asset visibility of all military personnel
- Ensure casualty reports are submitted on all military personnel, DoD civilians, and DA contractors

HRSC

E-7. The HRSC is the contingency CAC for the JOA and has the following responsibilities:
- Serve as the casualty manager for the JOA
- Ensure casualty data links are established with HRC
- Maintain personnel asset visibility on all personnel deploying with the force
- Ensure casualty reports flow through the contingency CAC to HQDA NLT 24 hours from incident to submission of the initial casualty message
- Maintain casualty information of all ASCC personnel
- Provide CLTs Level III hospitals and mortuary affairs collection points
- Submit initial and supplemental casualty reports
- Synchronize casualty operations between the G-1, CLTs, military police, medical facilities, and mortuary affairs activities
- Update the commander on the status of casualties

THEATER ARMY CASUALTY AND RECORDS CENTER

E-8. When the tactical situation dictates, the HRSC will form a Theater Army Casualty Records Center (TACREC).

E-9. The TACREC normally locates at the sustainment or rear CP. The deputy director, personnel services directorate, supervises TACREC operations. The TACREC is the focal point at the Theater for casualty report processing. It also serves as the casualty records repository for all records (digital and tangible) within the Theater.

CASUALTY ASSISTANCE CENTERS

E-10. The casualty operations management program extends beyond the area of operations and includes casualty assistance centers (CAC) within CONUS and other AOR. The CACs, with direction from the Casualty and Memorial Affairs Operations Center (CMAOC), provide casualty notification and assistance, to include assisting the families with survivor's benefits and entitlements, coordinate escorts for remains, makes funeral arrangements to include family funeral travel, provide military burial honors and personal effects disposition. CACs operate based upon a geographic area of responsibility. CACs are responsible for training Soldiers from all components as casualty notification officers and casualty assistance officers.

HRC

E-11. Responsibilities of HRC are the following:

- Publish regulatory and procedural guidance governing the casualty operations, assistance and insurance management, the care and disposition of remains, disposition of personal effects, and the line of duty programs
- Provides direction and assistance to casualty assistance centers relating to the casualty operations management, disposition of remains and disposition of personal effects programs
- Assist the lead corps / ARFOR or PMC in establishing a casualty data link for casualty reporting
- Provides mortuary liaison team to control flow of information between the armed forces medical examiner, preparing mortuary and Army casualty operations managers
- Coordinate collection of identification of remains media
- Sychronize casualty operations with Army G-1/G-4
- Process Invitational Orders for family members of very seriouslyy Injured (VSI) and seriously injured (SI) Soldiers
- Conduct boards required by the Missing Persons Act and the Missing Personnel Act
- Coordinate fatal training accident briefs to the primary next of kin
- Serve as the DoD Executive Agent for Casualty Operations and Mortuary Affairs Programs (to include the Central Joint Mortuary Affairs Board)
- Serves as the DoD proponent for the DCIPS and DCIPS-F

PRINCIPLES OF CASUALTY OPERATION MANAGEMENT

E-12. Casualty management includes the production, dissemination, coordination, validation and synchronization of casualty reporting, casualty notification, casualty assistance, line-of-duty determination, disposition of remain, disposition of personal effects, military burial honors and casualty mail coordination.

E-13. Casualty Operations Information Requirement. Casualty operations management requires the production, verification and dissemination of information from:

- Casualty Feeder Reports (DA Form 1156)
- Individual personnel information from the supporting PMC/PERSCOM
- Strength-related / duty status change information from CLTs
- Admissions and disposition reports from level III/IV combat support hospitals
- Individual diagnosis and prognosis reports from medical facilities
- Status of remains from the preparing mortuary
- Straggler information from the provost marshal

E-14. Casualty Reporting. The source document used to provide information to the next of kin concerning a casualty incident. The catagories of reportable incidence are found in AR 600-8-1. The casualty report consists of 61 items including; incident circumstances, military personnel information, individual's personal and family information, etc.

E-15. Casualty Notification. Process of informing the next of kin (NOK) of soldiers and DA civilians who have been reported as a casualty. CACs are responsible for notifying the next of kin. In the event of death, Duty Status Whereabouts Unknown (DUSTWUN), or missing status, a representative of the Army in uniform will notify the individual's primary next of kin (PNOK) and secondary next of kin (SNOK). The Army may extend invitational travel orders for family members if requested by the wounded Soldier's attending physcian

E-16. Casualty Assistance. The process of aiding the PNOK and other persons designated to receive benefits of deceased personnel during the period immediately following casualty notification. CACs are responsible for notifying and providing casualty assistance to the next of kin.

E-17. Fatal Accident Family Briefs. A presentation of the facts and findings of a colateral investigation of all operational/training accidents.

E-18. Casualty Liaison Team. HR personnel attached to medical facilities and theater mortuary affairs activities with the mission to obtain, verify, update and disseminate casualty information to the appropriate personnel section or organization in the casualty reporting chain.

E-19. The Office of the Surgeon General is responsible for identifying the medical facilities within the sustaining base to be used to treat casualties within an AOR. Once identified, the ASCC commander tasks the appropriate PSB (HRSC in the future force) to establish a CLT with the medical facilities.
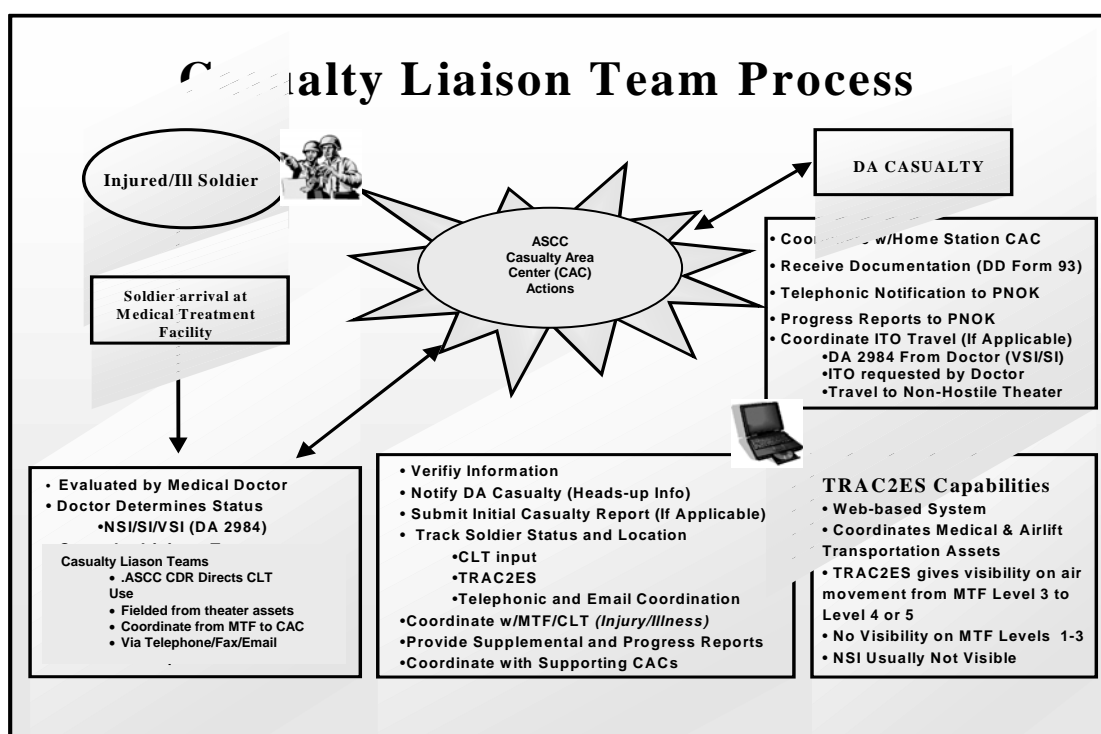
Figure E-2. The Casualty Liaison Team Process

BATTLEFIELD FLOW

E-20. This section identifies the formal flow of casualty information. Casualty information on the battlefield is collected from all available sources and must be reported though official channels as quickly as possible. Since casualties can occur on the first day of an operation, casualty managers from each echelon of command need to deploy as part of each echelon's early entry elements. In the absence of a PERSCOM or HRSC, the senior personnel element must be ready to immediately assume the role of the CAC.

MODULAR FORCE

E-21. The Army will always have a requirement to account for casualties and accurate strength reconciliation. Future force opearations will continue the need for interface between HR systems and medical management, mortuary affairs, and provost marshal databases. Critical elements of casualty operations are accuracy and timeliness. Casualty reports or casualty information received must be reconciled and verified by battalion or brigade HR professionals. As casualties can occur on the first day of a contingency operation, HR professionals, along with CLTs must deploy as members of all early entry elements. Casualty reports or casualty information received via tactical operational systems must be reconciled and verified by battalion and forwarded to brigade HR personnel, who submit the casualty report. This reconciliation involves coordinating with the unit, medical personnel, casualty liaison teams, mortuary affairs collection points, or other sources to substantiate the casualty information and to obtain basic information needed in completing and submitting casualty reports. Information includes date and time of event causing the casualty, along with circumstances and location. Brigade HR personnel will be capable of performing any supplemental casualty or accountability actions necessary.
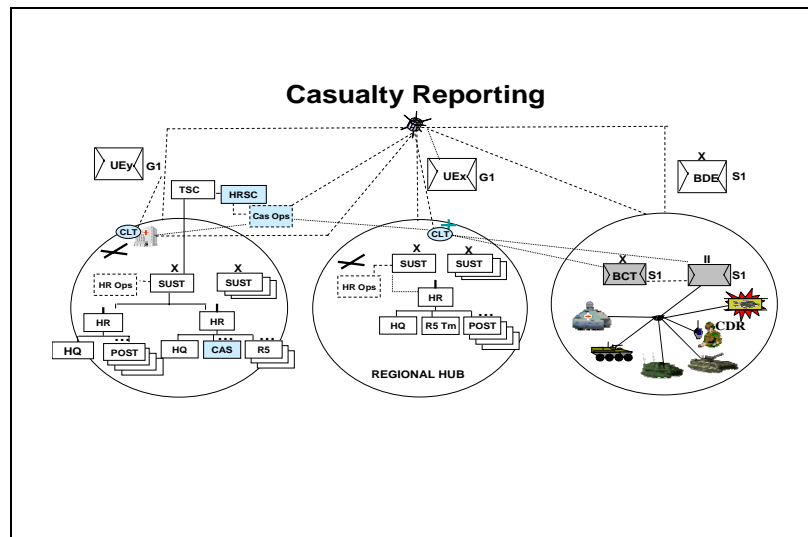
Figure E-3. Modular Force Casualty Reporting Process

E-22. In the event of mass casualties or when the unit sustains a significant number of casualties within a short period of time the brigade or battalion may require augmentation to meet the casualty reporting timelines. Augmentation is normally provided by the HR unit supporting the Sustainment Brigade, CLTs, the UEx, the UEy, or HRSC casualty platoon.

E-23. The medical evacuation system may move injured Soldiers from the battlefield to corps hospitals while the unit is still engaged. The information gathered by the CLT flows from the corps-

level hospitals to the Corps G-1. The Corps G-1 then passes the casualty information via DCIPS (Forward) to the ASCC CAC. The ASCC CAC verifies the information and sends it to HRC. HRC then directs / coordinates telephonic notification actions through the appropriate casualty assistance centers who may contact rear detachment commanders who makes the notification to the next of kin. If notication is not done by the rear detachment commander then HRC will telephonically notify the next of kin.
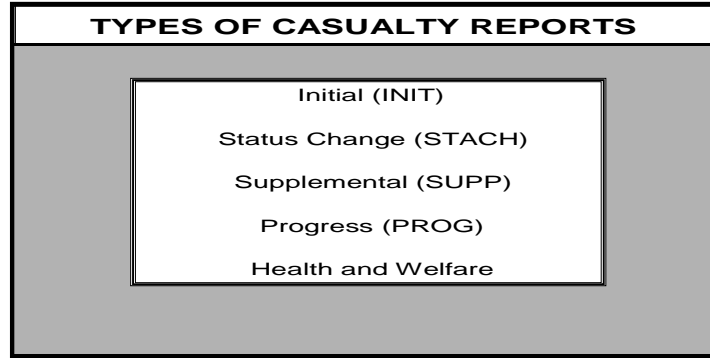

Figure E-4. Type of Casualty Reports

REPORTS

E-24. There are five types of casualty reports: Initial (INIT), Status Change (STACH), Supplemental (SUPP), Progress (PROG), and Health and Welfare. All personnel must be sensitized to the confidentiality of casualty information. Commanders must ensure DA Form 1156 is processed only through official channels. Casualty information is assigned the protective marking of For Official Use Only (FOUO) which may not be removed until verification that next of kin have been notified. Information on a Soldier, DA civilian, or contractor in a missing status will remain FOUO until the person is returned to military control or a change in status is made by The Adjutant General. Emphasis on confidentiality and sensitivity of casualty information should be   part of training on the DA Form 1156 and integrated into formal training programs at all levels. Speed is important, accuracy is essential.

Figure E-5. DA Form 1156 (Front Side)

Figure E-6. DA Form 1156 (Back Side)

ENABLING SYSTEMS

E-25. Defense Casualty Information Processing System (DCIPS). This system allows for on-line receipt of the casualty message, permits interactive update, data exchange with CACs and mortuaries, and formulates required documents and reports. Interfaces with TAPDB by retrieving personnel data from ITAPDB for data comparison only. DCIPS interfaces with the Mortuarty Operations Management System to exchange the casualty personal and personnel information, identification of remains, preparation of remains information and movement of remains.

E-26. Defense Casualty Information Processing System - Forward (DCIPS-F). A subsystem of DCIPS that creates and sends casualty message. It is the system used by forward deployed units in support of full spectrum operations.